



2016 - 2017
ANNUAL REPORT

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Her Honour
The Honourable Vaughn Solomon Schofield
Lieutenant Governor of the Province of Saskatchewan

May It Please Your Honour:

I have the pleasure to transmit to your Honour the Annual Report of
The Saskatchewan Legal Aid Commission for the year ending
March 31, 2017.

Respectfully submitted,

A stylized, handwritten signature in black ink, consisting of several loops and a long horizontal stroke.

Gordon Wyant, Q.C.
Minister of Justice and Attorney General



The Honourable Gordon Wyant, Q.C.
Minister of Justice and Attorney General
Province of Saskatchewan

Dear Mr. Wyant:

It is my pleasure to forward to you the Annual Report of The Saskatchewan
Legal Aid Commission according to *The Legal Aid Act*, depicting the affairs of
the Commission in the 2016-2017 fiscal year.

Respectfully submitted,

A stylized, handwritten signature in black ink, featuring a large, flowing 'M' and 'O' followed by several loops.

Michelle Ouellette, Q.C.
Chairperson

Legislative Mandate

The Legal Aid Act and The Legal Aid Regulations provide the legislative mandate for The Saskatchewan Legal Aid Commission, also known as Legal Aid Saskatchewan (LAS).

Vision

Fair, balanced and respectful justice for the people of Saskatchewan.

Mission

We provide accessible and professional legal services in criminal and family law to eligible people.

Values

We are:

Accessible – We strive to serve those who need us.

Collegial – We work together for a common purpose.

Compassionate – We empathize and care within professional boundaries.

Ethical – We act with integrity and respect.

Fair – We treat people fairly and fight to have our clients treated fairly by the justice system.

Independent – We are an independent, yet integral, part of the justice system.

Professional – We are committed, skilled and responsible.

Measures of Success

A Healthy Organization – We know that LAS is successful when we are a healthy organization characterized by strong leadership, fiscal and resource management, robust employee wellness and vision for the future.

Client Focused Service – We know LAS is successful when those who need us can access our services consistently regardless of their circumstances.

Quality of Service – We know LAS is successful when we consistently provide to each of our clients high quality service that is in line with our organizational values.

Services

Full legal services are provided in adult and youth criminal matters and family law to financially eligible clients if the matter falls within LAS's range of matters and has a reasonable prospect of being resolved.

Duty Counsel Service is provided to in-custody clients, regardless of financial status, at all 80 provincial court points.

Legal advice through the "Brydges Line" is available to those arrested or detained, regardless of financial status.

Summary advice and information may be provided to anyone by a LAS lawyer about a wide range of matters if they involve no more than a brief interview or telephone call.

Financial Eligibility

Applicants are financially eligible for service if:

- They are receiving income from Social Assistance, Band Assistance or the Saskatchewan Assured Income for Disability programs; or
- Their financial resources are at Social Assistance levels; or
- The costs of obtaining the services from a private lawyer would reduce their financial resources to Social Assistance levels.

Staff Profile

Legal Aid Saskatchewan uses a staff-lawyer delivery model for providing legal services to most of its clients. In 2016/17, staff lawyers handled 88% of the full-service cases. Private bar lawyers handled the remainder, usually due to conflicts of interests.

At March 31, 2017 LAS had 158 staff positions located in 15 offices throughout the province. A complete list of offices is available on the back cover of this report.

LAS has a unionized workplace with 85% of the staff represented by CUPE Local 1949. Managers and out-of-scope staff comprise the remaining 15%.

LAS is committed to hiring practices that will assist our organization in meeting the employment equity goals set by the Saskatchewan Human Rights Commission (SHRC) as follows:

SHRC Desired Employment Profile	LAS Employment Profile
14% Self-Declared Indigenous People	15.6% Self-Declared Indigenous People
12.4% Persons with Disabilities	6.3% Persons with Disabilities
46% Women in Underrepresented Occupations	47.4% of management; 58% of lawyers
6.6% Members of a Visible Minority Group	4.4% Members of a Visible Minority Group

Members from April 1, 2016 to March 31, 2017

The Legal Aid Act provides for the appointment of ten Commissioners – two appointed by the Law Society of Saskatchewan, six members appointed by the Lieutenant Governor in Council, one member who is an employee of the Ministry of Justice appointed by the Minister of Justice and Attorney General, and one member who is an employee of the Ministry of Social Services appointed by the Ministry of Social Services.



**MICHELLE
OUELLETTE, Q.C.**

Chair, Saskatoon

*Appointed by the Lieutenant
Governor in Council*



AMANDA DODGE

Saskatoon

*Appointed by the Law
Society of Saskatchewan*



GLEN GARDNER, Q.C.

Regina

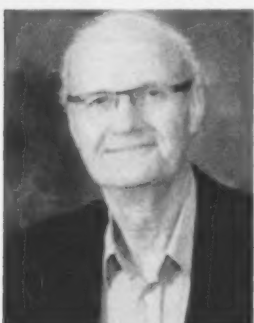
*Appointed by the Ministry of
Justice (to January 2017)*



KYLIE HEAD, Q.C.

Vice-Chair, Regina

*Appointed by the Ministry of
Justice (from January 2017)*



KEARNEY HEALY, Q.C.

Saskatoon

*Appointed by the
Lieutenant Governor in
Council*



IRWIN HENNIE

La Ronge

*Appointed by the
Lieutenant Governor in
Council*



KATHLEEN MAKELA

Saskatoon

*Appointed by the
Lieutenant Governor in
Council*



SANDRA PELLETIER

Ile a la Crosse

*Appointed by the
Lieutenant Governor in
Council*



CHIEF JOANNE ROY

Beauval

*Appointed by the Lieutenant
Governor in Council*



GARRY PREDIGER

Regina/Saskatoon

*Appointed by the
Ministry of Social Services*

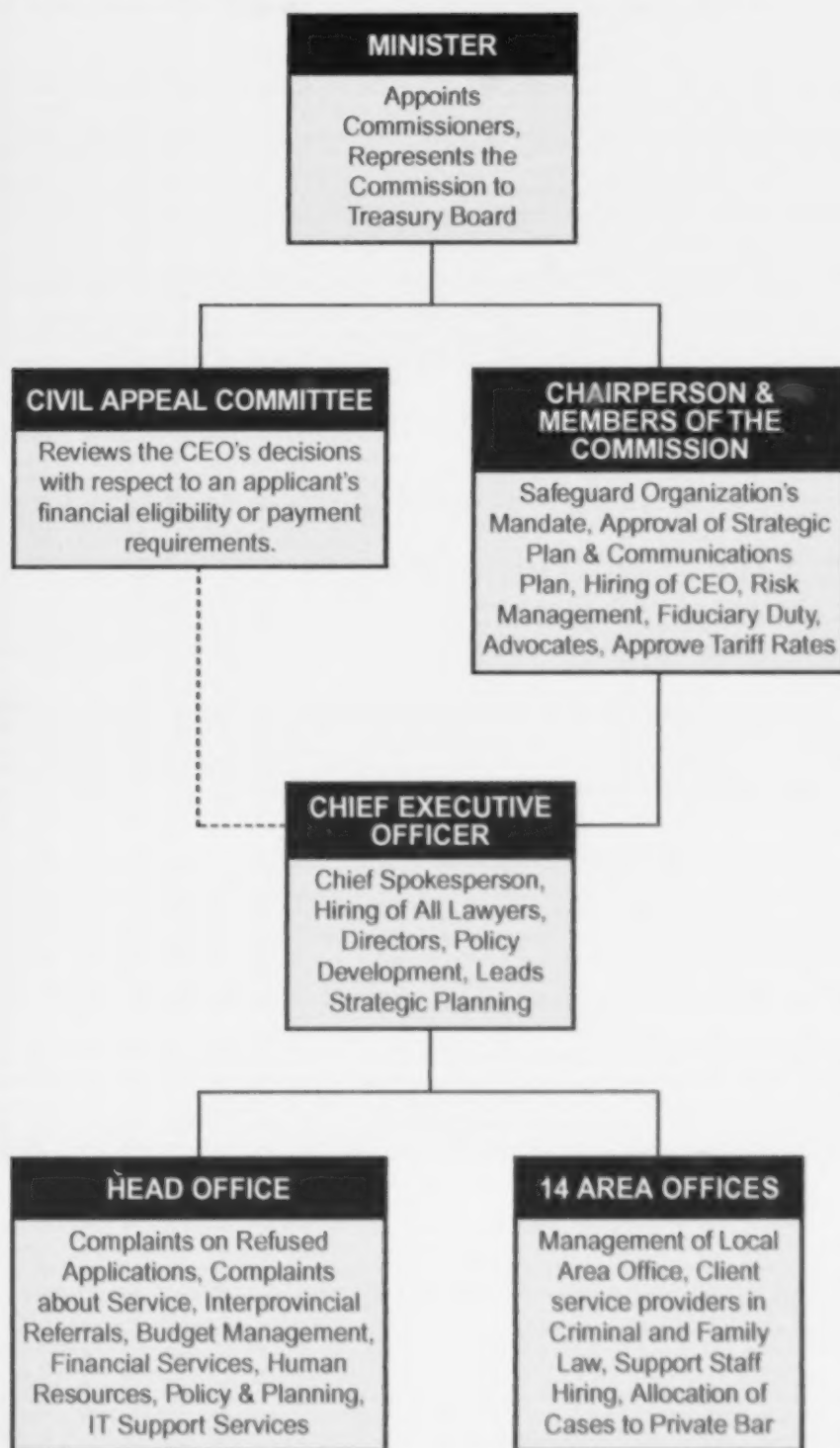


RAY WIEBE

Saskatoon

*Appointed by the Law
Society of Saskatchewan*

ORGANIZATIONAL STRUCTURE



Management Team as of March 31, 2017

Craig W.J. Goebel
Chief Executive Officer

Jerome Boyko
Director of Finance and
Information Technology

Dona Jones
Director of Human Resources

Kyla Shea
Director of Planning and
Administration

David Andrews, Q.C.
Director, Regina Rural Area Office

Candace Bodnar
Acting Director, Melfort Area Office

Kimberley Earing
Director, Northern Area Office

Robert Grimsrud
Director, South East Area Office

Deanna Harris
Director, Yorkton Area Office

Joanne Khan
Director, Saskatoon Criminal
Area Office

Adrian McBride
Director, Swift Current Area Office

Rosanne Newman, Q.C.
Director, Meadow Lake Area Office

Murray Pelletier
Director, Saskatoon Rural Area
Office

Robert Rooney
Director, Prince Albert Area Office

Cameron Schmunk
Acting Director, Battlefords Area
Office

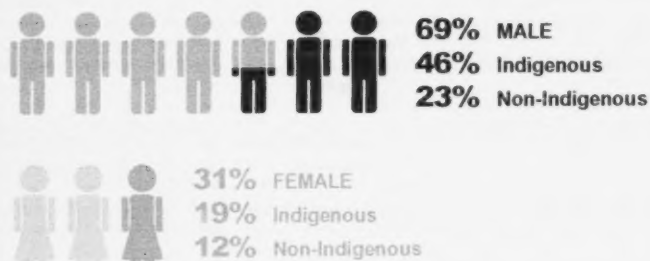
Kelly Shaw
Director, Saskatoon Family Area
Office

Mervyn Shaw, Q.C.
Director, Moose Jaw Area Office

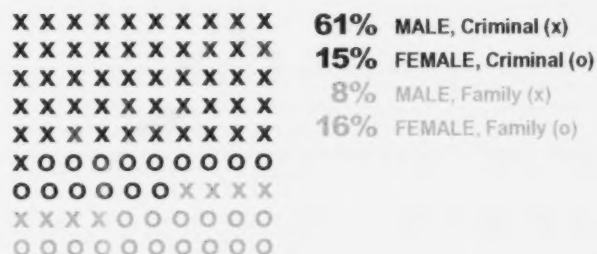
James Struthers, Q.C.
Director, Regina City Area Office

LAS collects information on gender and self-identification on all criminal, family and duty counsel service files. Information on marital status and dependents is collected on full-service adult files only.

GENDER & SELF IDENTIFICATION



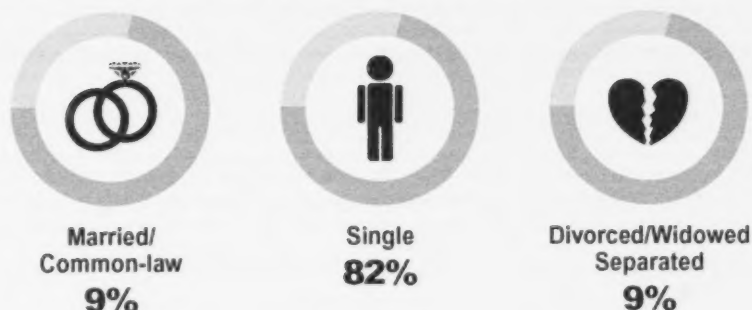
GENDER & MOST RECENT TYPE OF FILE



AGE



MARITAL STATUS



DEPENDENTS





CRAIG W.J. GOEBEL
CEO

Legal Aid Saskatchewan continues to try to think and work in innovative ways, to better serve our Mission and to achieve our goals of having a healthy organization, providing high-quality services and being client-focused. From the Commission members, through management, legal directors and staff, this year, everyone has had opportunities to offer ideas on

improving policies and processes, via strategic planning, consultations and work-related conversations. Legal Aid has been involved with governments and justice leaders to make improvements to the system. However, in addition to that, we still need to consult more with our private bar lawyers and leaders of our client groups and survey our clients, about how we can do better for them.

Governments want more accountability and their efforts are moving quickly to set measures and reports, with the participation and cooperation of all legal aid plans. LAS is doing its share to record data accurately and use it to make informed decisions related to improving our client service and the system. Some examples are: because of the need to reduce the number of accused on remand, we have duty counsel working on weekends, together with Crown prosecutors and others, to provide service to accuseds when demand for help is highest; because of the still-increasing over-representation of Indigenous People in jail, we are working with the University of Saskatchewan to build an easily-accessible, academically-sound historical database, to help defence counsel and Gladue Report writers prepare better sentencing submissions that respond to our clients' needs and rights; the Law Foundation provided funding for this important effort.

Legal Aid Saskatchewan continues to examine and update our policies and procedures, to ensure we are delivering services to our clients in the most effective ways we can. For instance, to build consistent procedures in all offices across the province, so applicants and clients receive similar services and outcomes, we completed a review with staff of intake procedures and guidelines; a manual was drafted to improve intake activities and produce consistent eligibility decisions. We completed a thorough consultation of our lawyers, by two senior counsel with considerable practice experience, who prepared a report regarding practice management; following their

recommendations, we have had employee workshops to help develop best practices to further enhance and standardize file handling and forms.

Our human resources policies have undergone review by HR staff and legal directors, with many updated and some retired, which allows employees to better understand their rights and responsibilities. The HR and Finance Directors sought and obtained a new insurance carrier in the prior fiscal year, the results of which for staff this year and going forward have included lower disability premiums and direct-pay of prescriptions to pharmacies.

These kinds of endeavours require staff and managers to work beyond their regular duties, but they produce significant dividends, enhancing our client focus and service and building a better organization.

For the first time, the Commission members have engaged in strategic planning, to improve our client focus and the quality of our services and their outcomes. The Commission's input makes the new plan and the goals and measures to be developed and then implemented over the next three or four years that much more pertinent for all of us. Planning will extend into the Fall of the 2017-18 fiscal year.

The Provincial Auditor made four substantive recommendations last year to improve how we deliver legal aid services. They required our developing appropriate responses and carrying them out. We have already reported our early progress to the Legislature, receiving approval for our endeavours. Accounting for ourselves to the Auditor, requires that we implement and sustain our programs, via strategic planning for the organization's, offices' and staff's continuous improvement. Again, pursuit of best practices supports achieving our goals of being client-focused, delivering high-quality service and having a healthy organization.

The Government's need for fiscal restraint required an effective response from LAS during the year. In situations where we could 'do, with less' we encouraged more innovate thinking. For example, a new way to approach working on full-service files has been developed in a large office, which if successful may lead to consideration by other offices. This year we started doing lawyers' compulsory education and staff training via webinars and conference calls, rather than having the annual conference. While this saves a substantial amount of money, we do lose one aspect of networking for a time.

We wish to thank the Commission members; they deserve our gratitude for their commitment to legal

aid and the people of Saskatchewan and for their willingness to offer their knowledge and insight, ensuring we have direction and support for organizational and operational matters.

Ms. Kylie Head, Q.C., of the Ministry of Justice, assumed the ex officio position of Mr. Glen Gardner, Q.C., when he was appointed Deputy Minister of Justice. Mr. Irwin Hennie retired after two terms; thank you, Irwin for your commendable service. Mr. Hennie was replaced by Mr. Leon McNab, who belongs to George Gordon First Nation, north of Regina. He has served as the Justice Coordinator for the Touchwood Agency Tribal Council for over 20 years. Mr. McNab was appointed by the Government.

We appreciate the help and support from the Ministry of Justice, in particular, Mr. Gordon Wyant, Q.C., the Minister of Justice, Mr. Kevin Fenwick, Q.C. the Deputy Minister, now retired and Mr. Glen Gardner, Q.C., the new Deputy Minister, as commissioner and now as DM.

Our employees and private lawyer colleagues continue to serve their clients well, with professionalism and compassion. Thanks are due to them. Legal Directors, who manage their offices and do file work, continue to work on organizational activities, which we appreciate. My thanks go to the staff and directors at Head Office for their fine efforts.

Thanks go to the employees who retired, for their sincere efforts and for those who arrived, we welcome them, with the wish that they enjoy themselves as they contribute to our collegial endeavour. The names of those in each group are noted in the accompanying chart.

The purpose of providing "legal aid" for people who cannot acquire legal representation by their own resources is to ensure fairness in how the justice system treats individuals accused of crimes and parents in child apprehension matters, as well as to help families resolve their domestic problems, so they are not unduly negatively affected. Our doing this effectively means that people in the legal system are treated fairly and get reasonable outcomes. For Legal Aid Saskatchewan to carry out its mandate, we need to work well with other service providers and stakeholders. We strive to be a cooperative partner. We thank those with whom we work for their collaboration and tolerance and especially their good will.

Employees Who Retired in 2016/17

- | | |
|---------------------|--------------------------|
| • Andrew Appolloni | • Roger Kergoat |
| • Pearl Baumgartner | • Pat Norton-Stoutenburg |
| • Phillip Gee | • Alice Robert |

New Employees in 2016/17

- | | |
|-------------------|-------------------|
| • Deanna Aubichon | • Tara Lucyshyn |
| • Lindsey Beaudry | • Jordan McKay |
| • Melissa Bohse | • Andrew Morrison |
| • Cara Hill | • Barbara Murray |
| • Kera Johnson | • Robert Rooney |
| • Cons Lacson | • Alysha Rozon |

Between 2014 and 2017, Legal Aid Saskatchewan's Strategic Plan advanced in three priority areas: Client-Focused Service, Quality Service and A Healthy Organization. In 2014, LAS laid out nine goals. We have made strong progress on four of those goals. Some goals are of a continuing nature and work is happening through the next planning cycle. In 2016, the Provincial Auditor of Saskatchewan undertook a Performance Audit of LAS's activities. Responses undertaken to address those recommendations are included in this report.

We thank our staff for their commitment to improving our organization and our partners within the Justice system for their cooperation and support for our activities.



Work is complete



Most work complete, other work ongoing



Work is ongoing

Review vision, mission and values.

Client-Focused Service, Quality of Service,
A Healthy Organization

LAS undertook a broad consultation process with staff members through in-person meetings with staff in their offices by the CEO and Director of Planning and Admin, an online survey and discussion at Legal Directors meetings. The Commission approved the new statements in 2015. They were posted to the website and intranet and incorporated into the way we work and recruit.

Appropriate application of financial and range of service guidelines to enhance client intake.

Client-Focused Service, Quality of Service,
A Healthy Organization

LAS made extensive changes to the existing Eligibility & Legal Services Delivery Manual. Significant and valuable feedback on drafts was provided by admin staff, lawyers and Legal Directors throughout the project. A much improved Manual was rolled out on April 1, 2017. This work addresses recommendation #1 of the Provincial Auditor's report on LAS.

Define and execute management responsibilities to achieve strategic priorities.

Client-Focused Service, Quality of Service,
A Healthy Organization

With professional assistance to lead the discussions to define the management function of Legal Directors, and each Director in Head Office, we gained insight into how individuals view their roles, and different interpretations of the responsibilities of these roles within the organization. This work led to the

development of an Area Office Directors Manual, which outlines the tasks for each Legal Director as the manager of the Area Office.

The orientation process for new Legal Directors utilizes this manual as a conversation guide and knowledge transfer tool. New Legal Directors are also offered the opportunity to participate in management training programs.

Head Office engaged with Legal Directors about the data needed for them to manage their offices. Based on this information, Head Office developed a new suite of data reports which are provided to Legal Directors on a quarterly basis. These activities address the Provincial Auditor's recommendation #2 regarding monitoring active caseloads.

A review of the Regina City Area Office made several organizational recommendations designed to improve the formal culture of the organization, including developing/updating written expectations for the CEO and all Directors.

Reduce barriers to providing and receiving service.

Client-Focused Service, Quality of Service

To increase accessibility of our services to all applicants, LAS developed an online application, available on our public website; removed the requirements to complete the Family Law Questionnaire and to provide proof of income from the intake process; strongly encouraged Area Offices to increase the number of applications taken by phone while still doing in-person intake and worked with the Parent Education Program to improve the registration process for their program.

To better serve applicants with lower literacy in English, we revised the language on the public website and

the statement of Declaration and Consent on the application form.

To streamline the intake process, we developed an 'Eligibility Quick Check' for staff and encouraged them to adopt best practices, such as increased use of standardized letters. Knowing that many of our applicants are ably assisted by Aboriginal Courtworkers, we developed a manual for Courtworkers about LAS services and processes to ensure their knowledge is current.

To improve communication with clients, we implemented Facebook messaging for each of the Area Offices.

As part of our response to the Provincial Auditor recommendation #3, we are measuring the length of time a client waits for the first appointment with a lawyer.

Enhance opportunities for skills development for support staff with a focus on client service.

Quality of Service

The support staff sessions at the staff conference in 2015 and 2016 were focused on technical processes and skills and knowledge specific to these roles. Webinars on changes to processes and the LAIN program were developed and posted to the staff intranet. Directors from Head Office visited Area Offices as needed to provide information directly to support staff. The Director of Planning and Admin began a series of weekly conference calls to share information with support staff. Support staff are consulted on process changes which directly impact their daily work before and after the changes are implemented.

Management and Legal Directors engaged in a discussion of the changing role of Legal Assistants. At this time, there are considerable differences in the type of work done by Legal Assistants across the organization. The organization has a responsibility to undertake succession planning given the demographics of the individuals in these roles. As well, the updated Professional Code of Conduct for lawyers has an impact on the work that can be assigned to Legal Assistants. These discussions are ongoing.

Utilize lawyer expertise for our professional development presentations and to allocate cases.

Quality of Service

Beginning in 2014, LAS undertook a series of projects to raise the awareness and understanding of Gladue reports and their use in sentencing. In 2014, with support from the Law Foundation, LAS provided training on the development and use of Gladue reports for a number of lawyers and Aboriginal courtworkers. In 2014 and 2015, a pilot project to train Gladue report writers and produce comprehensive Gladue reports to supplement existing pre-sentencing reports was undertaken. Twenty-seven reports in total were written during this time period. In 2016, a comprehensive review of the effectiveness of the writing process and the reports themselves was carried out. This review recommended that Saskatchewan develop a program of independent writers to produce these reports on a regular basis.

The 2015 and 2016 staff seminar continuing professional development (CPD) sessions for lawyers featured many more staff lawyers as presenters than previous conferences. In 2017, LAS is planning to have up to 24 hours of webinar-based CPD, most of it presented by our staff lawyers.

In 2015 and 2016, we reassigned an in-house lawyer as an Appeal Counsel for a two-year term to do appeals, dangerous offender files, and mentoring. This term was not renewed in January 2017 due to budget reductions. A report on the effectiveness of the Appeal Counsel position is pending.

As of 2016, as part of the orientation for new lawyers, the offices automatically receive a certain number of farm-outs to provide time to familiarize the new lawyers with new files, a new office and a new organization.

Regularly review policies and procedures.

A Healthy Organization

As previously mentioned in this report, we developed an Area Office Directors Manual. We also revised the Eligibility & Legal Services Delivery Manual. The Admin and Personnel Manual revision work continues and is planned to be done by June 2017. The review of the Accounting manual will begin in September 2017.

Numerous other procedures have been changed as the activities described elsewhere in this report have unfolded.

Increase senior management presence at Area Offices.

A Healthy Organization

Head Office Management attended the Area Offices many times to consult or meet with Legal Directors and staff on particular topics, such as the revisions to the mission, vision and values statement and the results of the employee engagement survey. We also increased the amount of direct communication with all staff via email, the staff intranet and conference calls, rather than asking the Legal Directors to communicate on Head Office's behalf.

Enhance processes within Head Office.

A Healthy Organization

We identified a redundancy in process and moved the responsibility for approving Private Bar appointments from Head Office to Legal Directors. Direct deposit (EFT) was put in place for travel expenses for staff and payments to Private Bar Law Firms.

We negotiated a new benefits package which has lower premiums for Employee-paid benefits and provides for direct pay drug cards. A new staff intranet was implemented. While an internal communications plan was not developed, Management has increased the amount of direct communication to all staff on key topics.

Internal to Head Office, a support staff 'cover-off plan' with written procedures for the tasks to be covered in the event of a staff member's absence is underway.

We continue to work with Court Services on the processes around Court-Appointed Counsel applications.

Through strategic planning, LAS has continued to endorse three measures of success, which allow and require us to reflect on whether we are fulfilling our mandate. The measures, their definitions and the associated data are outlined on the following pages.

HEALTHY ORGANIZATION

We know that LAS is successful when we are a healthy organization characterized by strong leadership, fiscal and resource management, robust employee wellness and vision for the future.

Connection to the Mandate: The Legal Aid Governance Manual 1.2(a),(b); 1.3(a), (b),(c),(d),(g)

Definition

- Budget to actual expenditure variance
- Appropriate staff retention rates
- Employee absences
- Employee engagement

The Commission believes that strong management combined with purposeful vision will deliver the best quality service for our clients, given the demands for our services and the resources available.

Source Funding

In 2016/17, LAS received funding from sources:

- Funds appropriated by the Provincial Government through the Ministry of Justice.
- Grants from The Law Foundation of Saskatchewan for special projects and The Legal Aid Endowment Fund Trust for training.
- Costs awarded by the Court on behalf of clients, interest earned on monies invested and miscellaneous receipts.

The Government of Canada reimbursed the Provincial Government for some of Legal Aid's expenditures on federal criminal matters (adult and youth). A new five year contribution agreement was drafted in early 2017. This agreement contains a new funding formula for allocating the federal funds among the provinces and territories. Under the new agreement, Saskatchewan will receive additional money above the \$4.2 million base funding provided.

LAS utilizes a staff-delivery model for providing legal aid services with 88% of cases being handled by staff lawyers. This differs from other provincial legal aid plans, such as Manitoba whose staff lawyers handle ~50% of cases and British Columbia where private bar lawyers are used almost exclusively. In this fiscal year, 106 private bar lawyers provided services to LAS, compared to 102 in the 2015/16 fiscal year.

LAS's voluntary turnover rates for lawyers and all other staff doubled this year. These rates are now closer to the Canadian average. Voluntary turnovers are those that are initiated by the employee and do not include retirements. Term and casual employees are not included in these rates. The retirement rates for lawyers and administrative staff continue to be very low.

Employee absence rates are a relatively new metric for LAS. Absence is defined as time away from work (with or without pay) due to their own illness or personal or family responsibility for a period of at least 0.25 day but less than 15 consecutive weeks. Fifteen consecutive weeks is the waiting period for Long-Term Disability claims. It does not include maternity, adoption, paternity and parental leaves; vacation, EDOs and holidays; long-term disability leave; or jury duty. Absence rates have been relatively stable for lawyers and in-scope admin staff over the past four years. The rate for out-of-scope staff and managers doubled in 2015/16 due to a portion of members of this relatively small group taking extended sick leaves. The doubling of the rate for legal assistants in 2016/17 is mostly attributed to three (of 17) individuals taking extended sick leaves.

Table 1: Variance between budgeted and actual revenue & expenditures

	2016/17 Planned	2016/17 Actual	Variation
Operating Fund Revenue			
Appropriation	\$23,721,000	\$24,921,000	
Other	\$127,400	\$189,620	
Total	\$23,848,400	\$25,110,620	+5.3%
Operating Fund Expenses			
Direct Legal Service	\$21,436,332	\$22,794,184	
Administration	\$2,472,068	\$2,467,898	
Amortization and writedown of tangible capital assets	\$20,000	\$25,732	
Total	\$23,928,400	\$25,287,814	+5.68%
Excess (Deficiency) of revenue over expenses	(\$80,000)	(\$177,194)	

Table 2: Employee Turnover, Retirement and Absence Rates

		2016/17	2015/16	2014/15	2013/14
Voluntary Turnover Rates	Lawyers and Legal Directors	6.1%	2.4%	3.5%	3.4%
	All Other Staff	7.8%	3.9%	0%	5.3%
Retirement Rates	Lawyers and Legal Directors	2.4%	3.6%	3.5%	3.4%
	All Other Staff	1.3%	2.6%	1.2%	1.3%
Employee Absence (Days)	Lawyers	8.2	10.5	8.3	8.3
	Legal Assistants	32.8	17.6	17.4	17.4
	Admin Staff	11.6	12.0	9.4	9.4
	Out of Scope (Head Office Staff and Legal Directors)	6.2	13.7	5.5	5.5

CLIENT FOCUSED SERVICE

We know LAS is successful when those who need us can access our services consistently regardless of their circumstances.

Connection to Mandate: *The Legal Aid Act 6(1)(b); 7(a); 7(c)*

Definition

- Waiting times for clients to connect with a lawyer for their first appointment
- Number and relative proximity of physical access points for clients
- Appropriate proportion of family and criminal law full-service cases
- Number of Lost Clients

As the result of the Provincial Auditor's Performance Audit, LAS began formally tracking the wait time for the first appointment in the client database (LAIN). The first appointment is defined as the first available time offered to the client to meet, in-person or by phone. In tracking the appointments in this manner, LAS realizes that not all of our clients attend the first available appointment and that many of those individuals contact the lawyer at a later date. In those cases, the responsibility for the delay rests with the client, not the lawyer. At this time, LAS does not formally track how many clients do not attend appointments.

Based on the July 2016 to March 2017 time period, 43% of clients had met or were scheduled to meet with a lawyer within 3 days of applying for legal aid; and 71% with three weeks. Nineteen percent of clients met with their lawyer on the same day they applied for legal aid services. The average wait time for the first meeting with a lawyer, by type of file, is shown in Table 3.

Table 3: Average Wait Time for First Appointment with a Lawyer (Days)

	2016/17*	Previous Years
Criminal Adult	15	Average wait time was anecdotal until July 1, 2016. Data from previous years are not comparable to 2016/17 data.
Criminal Youth	16	
Family	26	
Child Apprehension	15	

* Measurement started July 1, 2016.

For the past number of years, LAS has been measuring the number and relative proximity of physical access points for clients. While some court points have been closed, the Ministry of Justice has undertaken wider use of video court technology across the province. This will continue to expand. As part of this endeavour, LAS has video phones installed within several Area Offices or interview rooms in courthouses. This allows lawyers and other staff to hold confidential conversations with clients without physically attending the correctional centre or penitentiary. Area Offices have also been strongly encouraged to take applications over the phone, rather than requesting that clients appear at the office.

In 2016/17, LAS saw the proportion of family law files increase to 25% of all full-service files, from 20%. This reflects an increased demand for all types of family services, including child apprehension files, as well as an increased proportion of criminal matters being resolved, and appropriately recorded, as duty counsel.

LAS tracks "lost" clients in two ways: applicants who discontinue their applications without meeting with a lawyer (Table 5) and clients who abandon their files by either dismissing counsel or losing contact with their lawyer (Table 11). More information can be found in the following section of this Report.

QUALITY SERVICE

We know LAS is successful when we consistently provide, to each of our clients, high quality service that is in line with our organizational values.

Connection to Mandate: *The Legal Aid Act 6(1)(f); 7(d)*

Table 4: Applications for LAS Services by Type of File

	2016/17	2015/16	2014/15
Full-Service Criminal Adult	11,340	11,068	10,867
Full-service Criminal Youth	2,573	2,562	2,671
Full-Service Family	4,328	3,817	3,342
Child Apprehension	848	629	609
Therapeutic Court	1,064	823	885
Duty Counsel Service Adult	9,410	8,470	6,780
Duty Counsel Service Youth	1,092	1,087	979
Duty Counsel Advice	46	94	58
Summary Advice	462	328	464
Total	31,163	28,878	26,655

Table 4 shows the number of applications for each type of service that LAS offers. Our financial eligibility and range of service guidelines apply for full-service criminal adult, full-service family, child apprehension and some therapeutic court files. Each therapeutic court operates somewhat differently and LAS works with the local court party to provide the best array of client services possible given resource limitations. An individual may

Table 5: Discontinued Applications by Type of File

	2016/17	2015/16	2014/15
Full-Service Criminal Adult	247	236	199
Full-service Criminal Youth	29	41	49
Full-Service Family	401	314	186
Child Apprehensions	34	17	23
Therapeutic Court	26	30	19
Duty Counsel Service Adult	0	0	0
Duty Counsel Service Youth	0	0	0
Duty Counsel Advice	0	0	0
Summary Advice	0	0	0
Total	737	638	476

have multiple applications during a fiscal year if they have multiple, individual legal problems or if their legal problem moves from Duty Counsel Service to a Therapeutic Court or to a Full-Service Application.

Table 5 shows the number of applications that were discontinued before the applicant met with a lawyer. Applications are discontinued at the request of the applicant or if they fail to maintain contact with the Area Office during the application process. These individuals compose part of our "lost client" group mentioned in the previous section.

In 2015/16 and 2016/17, LAS made a number of changes to the intake process in order to remove barriers to individuals applying for Legal Aid. As a result, while it is easier to apply, there is an increased number of files that are started but discontinued by the applicant before they meet with a lawyer.

Table 6 shows the number of files (by type) that were denied service at the Area Offices. There are four reasons for denying service: the applicant's financial circumstances place them above our financial eligibility guidelines; the applicant's legal problem is outside our range of service; the legal problem has been assessed by a staff lawyer and the lawyer has determined there is no merit to proceeding with the applicant/client's case; or the applicant/client has been abusive to the lawyer or other Legal Aid staff or non-compliant with advice or fails to attend meetings or court.

Once a Notice of Denial has been issued, the applicant/client has the right to submit a complaint to the Chief Executive Officer. The second section in Table 6 shows the number of complaints submitted. The CEO reviews the complaint and decides whether or not the applicant/client will be served by LAS. If the CEO decides that service will be provided, then the application is recorded in the third section of the table (accepted complaints).

If a family applicant's complaint about having been denied on the basis of their financial eligibility is refused by the CEO, they have the option to submit an appeal to the Civil Appeal Committee. In 2016/17, the Civil Appeal Committee reviewed 3 appeals and decided all were unfounded.

Table 6: Denied Applications by Type of File

Denied Applications		2016/17	2015/16	2014/15
Denied Applications	Criminal Adult	1,529	1,514	1,443
	Criminal Youth	12	7	174
	Family	556	581	623
	Child Apprehensions	65	45	60
	Therapeutic Court	168	206	174
	Duty Counsel Service Adult	44	31	16
	Duty Counsel Service Youth	1	0	0
Complaints submitted to CEO/Civil Appeal Committee	Criminal Adult	408	497	611
	Criminal Youth	2	Previously included in above number	
	Family	69	170	201
	Child Apprehensions	29	Previously included in above number	
	Therapeutic Court	N/A	Previously included in criminal adult number	
	Duty Counsel Service Adult	0	0	0
	Duty Counsel Service Youth	0	0	0
Accepted Complaints	Criminal Adult	34	30	136
	Criminal Youth	2	Previously included in above number	
	Family	11	22	60
	Child Apprehensions	Included in family number		
	Therapeutic Court	Included in criminal adult number		
	Duty Counsel Service Adult	0	0	0
	Duty Counsel Service Youth	0	0	0

This year, LAS accepted 99 family files and sent at least 80 family files to other provinces via the Inter-provincial Reciprocity Agreement. This agreement enables Saskatchewan-based clients to access family legal services in other provinces and territories, and Legal Aid clients from other provinces to obtain representation for their family legal matters which have jurisdiction in Saskatchewan.

This year, Saskatchewan, British Columbia and Ontario conducted a pilot project in which applicants contacted the province of jurisdiction, rather than their province of residence, to apply for legal services. Therefore, a British Columbia resident seeking to alter a custody and child support agreement with jurisdiction in Saskatchewan, would contact LAS directly rather than B.C. Legal Services Society. This is the same application procedure that an applicant for a criminal matter would use. Over the next year, there will be further discussions with all provincial partners as to how inter-provincial family applicants will be handled.

Table 7: New Opened Files Per Lawyer/Legal Director FTE

2016/17	2015/16	2014/15	2013/14
250	229	213	200

Table 7 shows a normalized number generated using the following information. A full-service criminal file is counted as 1. A full-service family file is counted as 2 due to the greater amount of time required on average to complete family files. A duty counsel service file counted as 0.5 due to the shorter nature of the service. A file in Therapeutic Court is counted as 0.67 as it requires more work than a duty counsel file, but less work than a full-service file. For each fiscal year, the number of open files for the organization is counted and then divided by the number of lawyer, legal director and band 6 and 7 legal assistant FTEs. Lawyers and legal directors are counted as 1.0 FTE. Legal assistants are counted as 0.67 FTE.

Figure 1: New Full-Service Files Opened by LAS in Fiscal Year

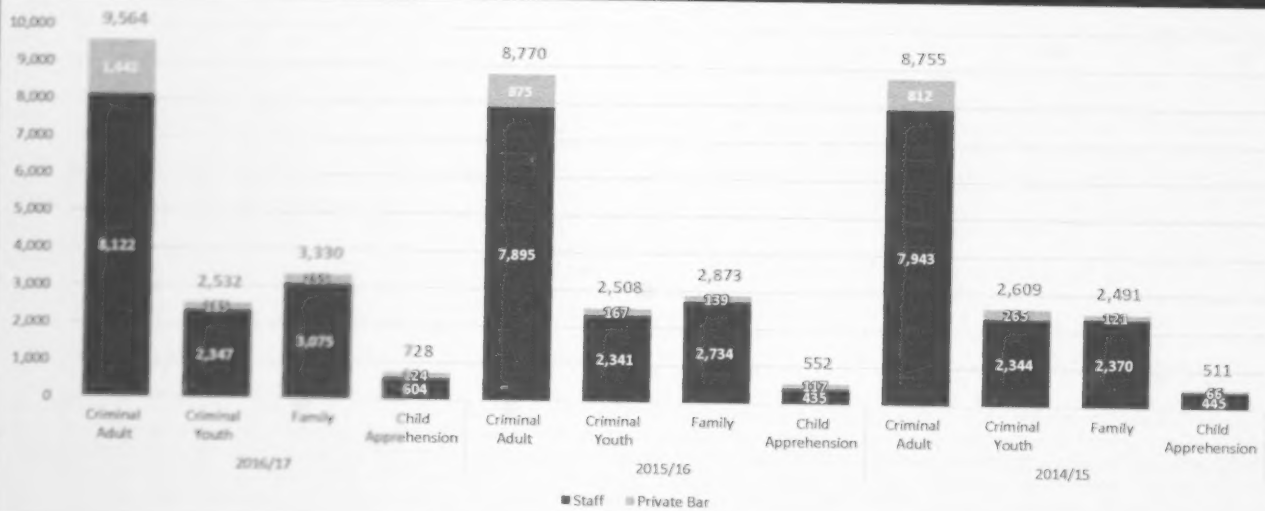


Table 8: New Files by Type Opened by Area Offices in Fiscal Year

	Criminal Adult		Criminal Youth		Family		Child Apprehension		Therapeutic Court		Duty Counsel Service - Adult		Duty Counsel Service - Youth	
	16/17	15/16	16/17	15/16	16/17	15/16	16/17	15/16	16/17	15/16	16/17	15/16	16/17	15/16
Battlefords	808	764	199	218	191	175	55	38	75	63	996	834	178	172
Head Office	10	22	1	1	4	4						1		
Meadow Lake	729	742	131	119	209	171	37	37			605	580	67	54
Melfort	329	318	109	131	85	81	7	3			77	84	4	3
Moose Jaw	268	231	70	61	204	181	29	7	21	15	207	182	45	23
Northern	1,056	1,042	277	224	174	136	37	9			325	221	69	50
Prince Albert	1,168	1,134	311	262	214	242	88	94	1		1,465	1,322	322	340
Regina City	794	836	523	450	610	475	109	80	520	525	1,916	1,782	11	1
Regina Rural	726	680	120	134	309	275	45	39	27	23	72	42	6	3
Saskatoon City Criminal	813	762	375	407					211	140	3,000	2,891	327	376
Saskatoon City Family					551	506	111	78						
Saskatoon Rural	416	342	67	83	138	104	56	24		4	79	97		3
South East	346	321	33	55	129	115	4	8	1		70	90	6	11
Swift Current	111	81	36	50	102	96	8	1	1		164	131	18	11
Yorkton	548	620	95	146	155	173	18	17			389	213	38	40
Staff Total	8,122	7,895	2,347	2,341	3,075	2,734	604	435	857	770	9,365	8,470	1,091	1,087
Private Bar	1,442	875	185	167	255	139	124	117	13	53				
Total	9,564	8,770	2,532	2,508	3,330	2,873	728	552	870	823	9,365	8,470	1,091	1,087

Figure 2: Full-Service Files Closed by Area Offices in Fiscal Year

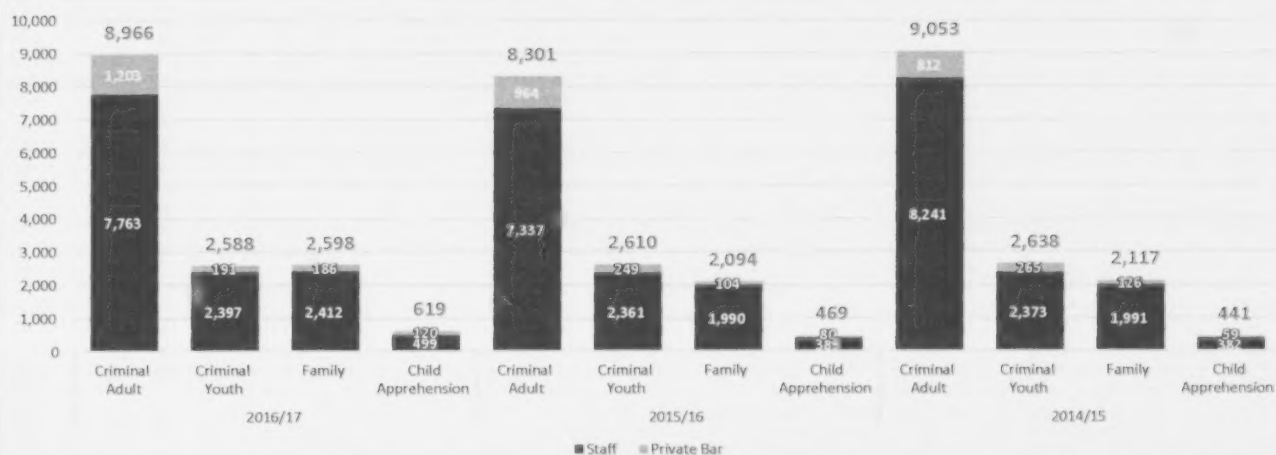


Table 9: New Files by Type Closed by Area Offices in Fiscal Year

	Criminal Adult		Criminal Youth		Family		Child Apprehension		Therapeutic Court		Duty Counsel Service - Adult		Duty Counsel Service - Youth	
	16/17	15/16	16/17	15/16	16/17	15/16	16/17	15/16	16/17	15/16	16/17	15/16	16/17	15/16
Battlefords	811	700	220	218	204	84	49	36	58	63	1,006	834	181	172
Head Office	19	11	1		1							1		
Meadow Lake	672	683	139	125	192	95	40	27			636	580	71	54
Melfort	307	313	113	122	78	77	6	8			79	84	5	3
Moose Jaw	225	253	60	80	113	81	20	8	25	15	222	182	48	23
Northern	1,206	909	304	184	159	160	29	18			367	221	74	50
Prince Albert	1,038	1,004	279	269	216	175	79	83			1,476	1,322	334	340
Regina City	593	741	473	435	441	378	67	64	486	525	1,920	1,782	11	1
Regina Rural	778	588	151	108	310	212	54	27	24	23	71	42	6	3
Saskatoon City Criminal	682	658	381	414					147	140	2,986	2,891	333	376
Saskatoon City Family					244	305	71	66						
Saskatoon Rural	370	361	67	104	102	65	43	24	10	4	91	97		3
South East	380	243	51	56	99	100	7	4	1		73	90	6	11
Swift Current	98	81	48	31	82	75	7	2	1		162	131	18	11
Yorkton	584	792	110	215	171	183	27	22			396	213	44	40
Staff Total	7,763	7,337	2,397	2,361	2,412	1,990	499	389	752	770	9,485	8,470	1,131	1,087
Private Bar	1,203	964	191	249	186	104	120	80	43	53				
Total	8,966	8,301	2,588	2,610	2,598	2,094	619	469	795	823	9,485	8,470	1,131	1,087

Table 10: Duty Counsel Advice & Summary Advice

	Duty Counsel Advice				Summary Advice			
	Opened		Closed		Opened		Closed	
	16/17	15/16	16/17	15/16	16/17	15/16	16/17	15/16
Battlefords		3		3	1	2	1	2
Head Office	1				1			
Meadow Lake	1	1			2	2		
Melfort		3		3				
Moose Jaw	6	13	6	13	111	85	115	85
Northern	1	2	1	2	23	6	27	6
Prince Albert	1				2	2	2	2
Regina City	2	2	2	2	36		42	92
Regina Rural	25	60	25	60	103	92	101	81
Saskatoon City Criminal		1		1	11	81	11	
Saskatoon City Family								
Saskatoon Rural					1	3	1	3
South East	2	1	2		129	113	136	36
Swift Current	7	6	7	6	39	36	39	21
Yorkton		3		3	3	21	5	
Staff Total	46	94	44	93	462	441	482	328
Private Bar	13,896	15,195	13,896	15,195				
Total	13,952	15,289	13,940	15,288	462	441	482	328

CA=criminal adult, CY=criminal youth, Fam=Family, Ch App = Child Apprehension, Th C=Therapeutic Courts, DCS-A=Duty Counsel Service Adult, DCS-Y=Duty Counsel Service Youth, DCA=Duty Counsel Advice, SA=Summary Advice

In 2016/17, LAS Management clarified how the closing of Duty Counsel Service files should be recorded. Files are differentiated based on whether or not the charges are concluded at the Duty Counsel Service stage by guilty plea or if the service is a negotiated release or show cause hearing. Of the Duty Counsel Service files

above, 42% of adult files and 40% of youth files were concluded by guilty plea. A further 3% of adults and 1% of youth were denied Duty Counsel Service. The remainder of the Duty Counsel Service clients either applied to LAS for full-service representation, retained private counsel or represented themselves.

Table 11: Other Measures of Quality Service

	2016/17	2015/16	2014/15	2013/14
Avg. Prof. Dev. Cost per staff member	\$587	\$831	\$940	\$840
Avg. Prof. Dev. Hours per Lawyer/Legal Director	25.47*	34.12	37.5	32.9
Formal Complaints from Clients	51	54	35	44

* Adjusted – see text below

The average professional development cost per staff member is the total cost of professional development divided by people employed by LAS. For those positions that have job shares, professional development is available to both individuals in the position. Management training is not included in these amounts.

Professional development includes the cost of the annual staff seminar, annual legal education for articling students, Gladue report training (2014/15), collaborative law training (2014/15), Childview workshops (2013/14), Quality Communication workshops (2014/15 and 2015/16), Indigenous Cultural Awareness Training (2013/14), and annual attendance at Law Society of Saskatchewan and Canadian Bar Association

conferences as well as other workshops and training opportunities that may arise.

Information on the average professional development hours per Lawyer/Legal Director is taken from the time activity sheets submitted throughout the year. The total number of hours is divided by the number of filled positions. In 2016/17, Management removed travel time from the definition of professional development hours. The number of hours shown in 2016/17 now reflects the actual time spent in learning activities. The Law Society requires a minimum of 12 hours per year.

Formal complaints from clients are those complaints made to the Ombudsman of Saskatchewan or to the Minister of Justice.

Table 12: Percentage of Files Closed as Client Abandoned

	2016/17	2015/16	2014/15	2013/14
Criminal Adult	14%	12%	13%	12%
Criminal Youth	9%	8%	9%	9%
Family	57%	52%	48%	44%
Child Apprehension	20%	17%	16%	20%

Over the past five years, LAS has been examining strategies to reduce the number of files in which clients abandon their files after meeting with a lawyer but before their legal matter is concluded. The percentage of criminal adult, criminal youth and child apprehension files which are abandoned

has remained relatively constant over the past five years. The percentage of family files has been steadily increasing; strategies to address this will be developed as part of the Commission's next strategic plan, currently under development.

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

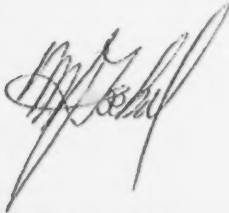
Management is responsible for the preparation of the Commission's financial statements. This responsibility includes maintaining the integrity and objectivity of the Commission's financial records and presenting the financial statements in accordance with Canadian Public Sector Accounting standards.

Management maintains an appropriate system of internal control, including policies and procedures, which provide reasonable assurance that the Commission's assets are safeguarded and that the financial records are relevant and reliable.

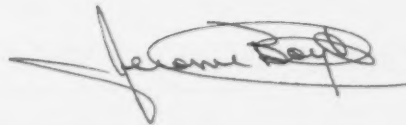
To ensure management meets its responsibilities for financial reporting and internal control, the members of The Saskatchewan Legal Aid Commission discuss audit and reporting matters with representatives of management at regular meetings.

The members of the Commission have also reviewed the financial statements with representative of management. The members have approved in principle the Commission's financial statements for the year end March 31, 2017.

The Provincial Auditor of Saskatchewan conducts an independent audit of the financial statements. Their examination is conducted in accordance with Canadian generally accepted auditing standards and includes tests and other procedures which allow them to report on the fairness of the financial statements. The Provincial Auditor's Report outlines the scope of the audit and the opinion.



Craig W.J. Goebel
Chief Executive Officer



Jerome Boyko, CPA, CA
Director, Finance and Information Technology

PROVINCIAL AUDITOR
of Saskatchewan

INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

I have audited the accompanying financial statements of Saskatchewan Legal Aid Commission, which comprise the statement of financial position as at March 31, 2017, and the statement of operations and changes in accumulated surplus, statement of changes in net financial assets, and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards for Treasury Board's approval, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

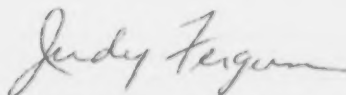
An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of Saskatchewan Legal Aid Commission as at March 31, 2017, and the results of its operations, changes in its net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Regina, Saskatchewan
June 28, 2017



Judy Ferguson, FCPA, FCA
Provincial Auditor

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THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF FINANCIAL POSITION
As at March 31

	2017	2016
	<u> </u>	<u> </u>
Financial Assets		
Cash	\$ 1,812,580	\$ 2,088,097
Accounts receivable		
Ministry of Justice	1,200,000	—
Other	<u>28,956</u>	<u>101,755</u>
Total financial assets	<u>3,041,536</u>	<u>2,189,852</u>
 Liabilities		
Accounts payable and accrued liabilities		
General	97,665	154,149
Private Solicitors' Fees	3,073,293	2,046,551
Employee Salaries and Benefits	550,411	526,837
Deferred Contributions (note 6)	<u>31,500</u>	<u>32,600</u>
Total liabilities	<u>3,752,869</u>	<u>2,760,137</u>
 Net financial (debt) assets (statement 3)	<u>(711,333)</u>	<u>(570,285)</u>
 Non-financial assets		
Tangible capital assets (note 5)	78,328	104,060
Prepaid expenses	<u>164,862</u>	<u>175,276</u>
Total Non-financial assets	<u>243,190</u>	<u>279,336</u>
 Accumulated (deficit) surplus (statement 2)	<u>\$ (468,143)</u>	<u>\$ (290,949)</u>
 Commitments (note 7)		
(See accompanying notes)		

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF OPERATIONS AND CHANGES IN ACCUMULATED SURPLUS
As at March 31

	<u>2017</u>		<u>2016</u>
	<u>Budget</u>	<u>Actual</u>	<u>Actual</u>
	<u>(note 10)</u>		
Revenue			
Ministry of Justice	\$ 23,721,000	\$ 24,921,000	\$ 23,971,000
Grants	62,000	70,500	61,200
Other	<u>65,400</u>	<u>119,120</u>	<u>80,622</u>
Total revenue	<u>23,848,400</u>	<u>25,110,620</u>	<u>24,112,822</u>
Expense			
Salaries and employee benefits	17,144,582	16,983,595	17,819,895
Head Office administrative (schedule 1)	709,081	699,340	644,320
Area Office administrative and operating expenses (schedule 1)	1,762,987	1,768,558	1,786,974
Provision of legal services	3,302,000	4,816,299	3,691,632
Other legal expenses	227,750	242,412	295,584
Travel	762,000	751,878	761,180
Amortization of tangible capital assets	<u>20,000</u>	<u>25,732</u>	<u>29,322</u>
Total expense	<u>23,928,400</u>	<u>25,287,814</u>	<u>25,028,907</u>
(Deficiency) excess of revenue over expense for the year	(80,000)	(177,194)	(916,085)
Accumulated (deficit) surplus, beginning of year	<u>(290,949)</u>	<u>(290,949)</u>	<u>625,136</u>
Accumulated (deficit) surplus, end of year (statement 1)	<u>\$ (370,949)</u>	<u>\$ (468,143)</u>	<u>\$ (290,949)</u>

(See accompanying notes)

Statement 3

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF CHANGES IN NET FINANCIAL ASSETS
Year Ended March 31

	<u>2017</u>	<u>2016</u>
(Deficiency) of revenue over expense for the year	\$ <u>(177,194)</u>	\$ <u>(916,085)</u>
Acquisition of tangible capital assets	—	(27,625)
Amortization of tangible capital assets	<u>25,732</u>	<u>29,322</u>
	<u>25,732</u>	<u>1,697</u>
Acquisition of prepaid expenses	(164,862)	(175,276)
Use of prepaid expenses	<u>175,276</u>	<u>174,663</u>
	<u>10,414</u>	<u>(613)</u>
(Decrease) increase in net financial assets	(141,048)	(915,001)
Net financial (debt) assets at beginning of year	<u>(570,285)</u>	<u>344,716</u>
Net financial (debt) assets at end of year (statement 1)	<u>\$ (711,333)</u>	<u>\$ (570,285)</u>

(See accompanying notes)

Statement 4

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF CASH FLOWS
Year Ended March 31

	<u>2017</u>	<u>2016</u>
Cash (used in) provided by		
OPERATING ACTIVITIES		
Appropriation funds received	\$ 23,721,000	\$ 23,971,000
Cash received from grants	69,400	76,300
Cash received from other revenue	119,817	80,403
Cash payments for salaries and benefits	(16,877,505)	(17,795,835)
Cash payments for other suppliers	(3,518,672)	(3,516,924)
Cash payments for legal services	<u>(3,789,557)</u>	<u>(3,265,910)</u>
Net cash (used in) provided by operating activities	(275,517)	(450,966)
CAPITAL ACTIVITIES		
Purchase of capital assets	<u>---</u>	<u>(27,625)</u>
Net (decrease) increase in cash	(275,517)	(478,591)
Cash, beginning of year	<u>2,088,097</u>	<u>2,566,688</u>
Cash, end of year	<u>\$ 1,812,580</u>	<u>\$ 2,088,097</u>

(See accompanying notes)

THE SASKATCHEWAN LEGAL AID COMMISSION
NOTES TO THE FINANCIAL STATEMENTS
March 31, 2017

The Legal Aid Act came into force on September 1, 1983 by Order in Council 1275/83 and continued The Saskatchewan Community Legal Services Commission as a body corporate under the name of The Saskatchewan Legal Aid Commission (Commission). The purpose of the Commission is to provide legal services to persons and organizations for criminal and civil matters where those persons and organizations are financially unable to secure those services from their own resources.

1. Significant Accounting Policies

These financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards published by the Chartered Professional Accountants Canada (CPA Canada). A statement of remeasurement gains and losses has not been presented in these financial statements because all financial instruments are measured at amortized costs. The following policies are considered significant:

a) Revenue Recognition

Revenues are recognized in the period in which the transactions or events occurred that give rise to the revenues and when collection is reasonably assured. All revenues are recorded on an accrual basis.

Other revenue is comprised of client contributions, cost recoveries, interest and miscellaneous receipts.

Externally restricted inflows are deferred contribution when restrictions are placed on their use by the contributor, and are recognized as revenue when used for their specific purposes.

Government appropriations are recognized in the period the transfer is authorized and any eligibility criteria is met.

b) Expenses

Expenses are reported on an accrual basis. The costs of services incurred during the year are expensed.

c) Provision of Legal Services Expense

Provision of legal services expense include amounts billed by private bar lawyers to the Commission and an estimate of amounts of services performed by lawyers but not yet billed to the Commission.

d) Tangible Capital Assets

Tangible capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement, or betterment of the asset. Normal repairs and maintenance are expensed as incurred. The tangible capital assets are reduced annually by an amount representing the consumed cost of the asset calculated on a straight line basis as follows:

Office Equipment and Furniture	7 years
Legal Aid Information Network (LAIN)	
Development Costs	3 years

Tangible capital assets are written down when conditions indicate that they no longer contribute to the Commission's ability to provide services, or when the value of future economic benefits associated with the tangible capital assets is less than their net book value. The net writedowns (if any) are accounted for as expense in the Statement of Operations.

e) Financial Instruments

All financial instruments are measured at fair value upon initial recognition. Cash is measured at fair value. Accounts receivable, accounts payable, accrued liabilities, and deferred contributions are measured at amortized cost. The Commission does not have any embedded derivatives in host contracts.

2. Financial Risk Management

The management of the Commission mitigates the risks associated with financial instruments with regular reporting to the members of the Commission.

Credit Risk:

Credit risk is the risk that one party to a transaction will fail to discharge an obligation and cause the other party to incur a financial loss. The Commission's exposure to credit risk is from the potential of non-payment of grants or accounts receivable. The credit risk on the receivables is not material as most grants are received from the provincial appropriations and the other receivables are comprised of small amounts from contributions from clients.

Liquidity Risk:

Liquidity risk is the risk that the Commission is unable to meet its financial commitments as they become due. The Commission manages the liquidity risk from the monthly appropriations it receives from the Saskatchewan Ministry of Justice.

Market Risk:

Market risk represents the potential for loss from changes in the value of financial instruments due to changes in the market conditions. The Commission does not have any exposure to market risk.

3. Capital Management

The Commission's objective when managing its accumulated surplus is to ensure adequate resources exist to support the operations and growth strategies of the Commission.

The Commission obtains its funding from provincial appropriations through the Ministry of Justice. The Commission does not have any debt.

The Commission monitors and assesses its financial performance by a monthly variance analysis of actual and yearly projections to approved budget. The budget and variance analysis is approved by the members of the Commission. The management of the Commission also provide an appropriation forecast to the Ministry of Justice.

4. Pension Plan

The Commission participates in a defined contribution pension plan for the benefit of its employees. The Commission's financial obligation to The Staff Pension Plan for Employees of The Saskatchewan Legal Aid Commission (Plan) is limited to making regular payments to match the amounts contributed by the employees for current service. The Commission's annual pension expense included in salaries and benefits for 2017 amounted to \$891,082 (2016 - \$885,358).

The Plan is administered and sponsored by a joint trustees arrangement. The joint trustees consist of four members, two appointed by the Commission and two appointed by C.U.P.E. Local 1949. The Commission provides day-to-day administration for the Trustees without charge to the Plan. Certain administration expenses of the Plan are initially paid by the Commission and are subsequently refunded by the Plan. As at March 31, 2017 and 2016, the Plan did not owe anything to the Commission.

5. Tangible Capital Assets

Tangible capital assets are comprised of the following amounts:

	Office Equipment and Furniture	LAIN Development Costs	2017 Total	2016 Total
Opening cost	\$ 238,831	\$ 321,432	\$ 560,263	\$ 532,638
Additions during the year	<u>—</u>	<u>—</u>	<u>—</u>	<u>27,625</u>
Closing Cost	<u>238,831</u>	<u>321,432</u>	<u>560,263</u>	<u>560,263</u>
Opening Accumulated Amortization	134,771	321,432	456,203	426,881
Amortization during the year	<u>25,732</u>	<u>—</u>	<u>25,732</u>	<u>29,322</u>
Closing Accumulated Amortization	<u>160,503</u>	<u>321,432</u>	<u>481,935</u>	<u>456,203</u>
Net book value of Tangible capital assets	\$ <u>78,328</u>	\$ <u>—</u>	\$ <u>78,328</u>	\$ <u>104,060</u>

6. Deferred Contributions and Grants

Deferred operating contributions represent externally restricted grants and contributions for which the related expense have not been incurred.

	2017	2016
Balance, beginning of year	\$ 32,600	\$ 17,500
Add: Grant contributions received or receivable in the year		
Law Foundation of Saskatchewan	30,000	35,000
Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust	39,400	41,300
Less: Amounts recognized as revenue in the year	<u>(70,500)</u>	<u>(61,200)</u>
Balance, end of year	<u>\$ 31,500</u>	<u>\$ 32,600</u>

7. Measurement Uncertainty and Commitments

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Areas where estimates are made include accrued private solicitors' fees and the related provision of legal service expense, amortization of tangible capital assets, non-vesting sick leave benefits, and contingent liabilities.

These estimates are based on the best information available at the time of preparation of the financial statements and are reviewed periodically to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements and actual results could differ from those estimates.

The provision for services provided by members of the private bar that have not been billed on outstanding appointments is estimated at year end using a method that incorporates historical average costs and estimated time frames to complete similar cases. In addition to the liability for services provided to March 31, 2017, the Commission estimates \$425,760 (2016 - \$463,005) will be incurred on approximately 2,057 (2016 - 1,618) outstanding appointments issued to the private bar over and above both the billings paid to date and work performed but not yet billed.

8. Related Party Transactions

Included in these financial statements are transactions with various Saskatchewan Crown corporations, ministries, agencies, boards and commissions related to the Commission by virtue of common control by the Government of Saskatchewan and non-Crown corporations and enterprises subject to joint control or significant influence by the Government of Saskatchewan (collectively referred to as "related parties").

Facilities, vehicle rentals, office supplies, and miscellaneous office services are acquired from a related party. These transactions are recorded at agreed upon rates and settled on normal trade terms. Other operating transactions with related parties are settled at prevailing market prices under normal trade terms. These transactions and amounts outstanding at year end are as follows:

	2017	2016
Expenses	\$ 1,795,030	\$ 1,882,548
Accounts payable	24,058	25,966
Expense reimbursements	4,275	1,052
Accounts receivable	1,201,341	—

Each year, the Commission receives 99% of its operating revenue as a government transfer from the Saskatchewan Ministry of Justice recorded as appropriations, and 1% from grants and other sources. The Commission depends on funding from these sources for the continuance of its operations. During the year the Commission received \$24,921,000 from the Ministry, (2016 - \$23,971,000). At March 31, 2017 there was a receivable of \$1,200,000, (2016 - \$nil).

In addition, the Commission pays Provincial Sales Tax on all its taxable purchases. The Commission also received transcripts and audit services without charge from the Ministry of Justice, Transcript Services and Provincial Auditor Saskatchewan, respectively.

During the year, the Commission made payments of \$127,242 (2016 - \$127,242) to the Saskatchewan Legal Aid Commission Benefit Plan Surplus Fund (Fund) that is set up under the collective bargaining agreement between C.U.P.E. Local 1949 (Union) and the Commission. As outlined in the agreement, the Fund is jointly administered by the Commission and the Union through the Labour Management Relations Committee. The Commission provides the Fund with day-to-day administration. The intent of the Fund is to cover increased premium costs of the extended health care benefits for members of C.U.P.E. Local 1949. The increased premium costs are initially paid by the Commission, and for the year the Fund reimbursed the Commission \$100,711 (2016 - \$119,673) for the increased premium costs. At year end, the Fund had a balance of \$401,249 (2016 - \$374,718). This Fund balance is not included in the Commission's statement of financial position.

Other transactions with related parties and amounts due to or from them are described separately in these financial statements and the notes thereto.

9. The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust

A Trust Deed exists between the Law Foundation of Saskatchewan and the Trustees of The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust (Trust). The Trust was established with an endowment to assist in the Commission's mandate by:

- a) improving access to justice for persons whose own financial resources are inadequate;
- b) enhancing the ability of all Commission employees to provide legal aid service to clients, including education, research and the acquisition of research, teaching and library materials by the Commission;
- c) providing funds for research in legal and social areas related to legal aid and access to justice; and
- d) assisting otherwise in the Commission's mandate in ways not traditionally covered by government funding, and with particular emphasis on novel or innovative programs or delivery methods.

An endowment amount of \$2,100,000 (2016 - \$2,100,000) has been provided to the Trust and only the net income from the Trust is available for the beneficiaries. The transactions and amounts in the Commission's financial statements related to activities of the Trust at year end are as follows:

	2017	2016
Grants	\$ 40,500	\$ 26,200
Deferred contributions	31,500	32,600

The Trust has five trustees, three of which are members of the Commission. They include:

- The Chair of The Saskatchewan Legal Aid Commission
- A commissioner of The Saskatchewan Legal Aid Commission, appointed by the Law Society of Saskatchewan
- A commissioner of The Saskatchewan Legal Aid Commission, appointed by the Minister of Justice (Saskatchewan)

The Commission has authorized the utilization of its staff as may be reasonably required from time to time to provide administrative support to the Trust at no fee.

10. Budget

These unaudited amounts represent the operating budget approved June 2016 by members of The Saskatchewan Legal Aid Commission.

THE SASKATCHEWAN LEGAL AID COMMISSION
SCHEDULE OF ADMINISTRATIVE AND OPERATING EXPENSES
Year Ended March 31

		2017		2016
	Budget (note 10)	Actual		Actual
Head Office Administrative and Operating Expenses				
Leased accommodation	\$ 119,646	\$ 100,809	\$	94,000
Computer leases, maintenance, and support	98,887	90,846		75,252
Stationery and office supplies	12,500	11,011		9,044
Telephone	16,400	14,695		13,981
Postage	17,000	16,694		14,280
Periodicals	2,800	2,082		2,675
Photocopying	3,300	2,844		2,914
Expenses related to Trust Grant	32,000	40,500		26,200
Expenses related to Law Foundation Grant	30,000	30,000		35,000
Other operating expenses	<u>376,548</u>	<u>389,859</u>		<u>370,974</u>
Total Head Office Administrative and Operating expenses (statement 2)	\$ 709,081	\$ 699,340	\$	644,320
Area Office Administrative and Operating Expenses				
Leased accommodation	\$ 1,071,132	1,078,463	\$	1,037,444
Computer leases, maintenance, and support	155,613	133,933		151,024
Stationery and office supplies	127,500	135,170		145,653
Telephone	103,600	109,699		110,419
Postage	48,000	52,521		51,078
Periodicals	45,200	35,009		45,053
Photocopying	46,700	40,512		43,247
Other operating expenses	<u>165,242</u>	<u>183,251</u>		<u>203,056</u>
Total Area Office Administrative and Operating Expenses (statement 2)	\$ 1,762,987	\$ 1,768,558	\$	1,786,974

Application

A formal written request for legal assistance. Related legal matters enumerated at the time of application are included on one application. Separate applications are counted for criminal, family, and to a very minor extent, civil and provincial offence matters.

Awaiting Transfer

Those files that were being sent to other Area Offices or to the private bar but had not been approved to do so, as of March 31, 2017.

Brydges Service

Refers to Duty Counsel Advice provided by telephone to detained persons by contract lawyers. This service is available to all individuals detained for a crime regardless of range of service or their eligibility for the full services of LAS.

Client Abandoned

These are files that were closed on or after April 1, 2016 and before March 31, 2017 and a lawyer has provided some level of service to the client. During this time period, the client was responsible for ending the relationship with LAS either by dismissing the lawyer, losing contact or other miscellaneous reasons.

Completed or Matter Completed

These are files that were closed on or after April 1, 2016 and before March 31, 2017 with the status of Matter Complete. This presumes that the client received the legal services they requested and the matter is now concluded.

Denied

These are applications that were opened as of April 1, 2016 but have been denied legal services as of March 31, 2017. Although most applications are denied at the beginning of the application process, some of these clients may have received legal service from LAS during the active time of their case.

Discontinued

These are applications that were opened with a service date on or after April 1, 2016 and the client received only administrative services from LAS (i.e. application forms, appointments made with lawyers) and did not receive legal services of a lawyer before losing contact with the office. As of March 31, 2017, an administrative decision has been made to close the file as a discontinued application.

Duty Counsel Advice

Immediate advice, by telephone or in person, to arrested or detained persons, irrespective of financial status and provided by a LAS staff lawyer or through the Brydges Service.

Duty Counsel Service

Legal services provided by a lawyer to in-custody individuals where the person has not applied in writing requesting legal aid representation. Duty Counsel Service is provided irrespective of financial status and consists of either the entry of a guilty plea or a show cause hearing. If the client's case is not resolved, they are encouraged to apply for full-service representation.

Family Matters

Refers to proceedings related to divorce, separation, maintenance, custody/access and other matters of a family law nature. These matters also include child protection proceedings.

Federal Criminal Matters (Adults)

Refers to matters under the *Criminal Code of Canada*, *Narcotic Control Act*, *Food and Drug Act* or other Federal Statutes, if the proceedings are by way of indictment; or, if upon conviction and sentence, there is a likelihood of imprisonment or loss of livelihood.

Federal Criminal Matters (Youth)

Refers to matters under the *Youth Criminal Justice Act*.

Financial Eligibility

Refers to the decision made regarding an application based on the applicant's financial information about income, assets and liabilities; the decision can be in favour of or against eligibility.

Full Service Application

Refers to an application for the full legal services of LAS in criminal and family matters.

Full Time Equivalent (FTE)

Refers to a statistical number that takes into account the number of total hours worked by all employees divided by the maximum number of compensable hours in a work year.

Incoming Reciprocal

These are applications received from another province that were opened up with a service date on or after April 1, 2016 and were transferred to Saskatchewan before March 31, 2017. This occurs solely in family matters and is contingent upon the location of other parties involved in the case. Full legal services are provided by LAS pursuant to the Interprovincial Reciprocity Agreement.

Opened Files

These are applications that have been approved on or after April 1, 2016 and before March 31, 2017 and have been worked on by a lawyer during this time frame. As of March 31, 2017, these files may be ongoing, completed or abandoned by the client.

Outgoing Reciprocals

These are applications sent to another province that were opened up with a service date on or after April 1, 2016 and were transferred before March 31, 2017. This occurs solely in family matters and is contingent upon the location of other parties involved in the case. Minimal legal service may have been provided by LAS in these situations but often the process is primarily administrative.

Summary Advice

Refers to the provision of legal advice, information or any other type of minimal legal service by a lawyer to an individual involving no more than a brief interview or telephone call.

The Battlefords Area Office

Provincial Building
#L103 -1192 102nd Street
North Battleford, SK S9A 1E9
Phone: 306-446-7700
Fax: 306-446-7598
Toll Free: 1-877-441-4418
Acting Legal Director:
Cameron Schmunk

Meadow Lake Area Office

Meadow Lake Area Office
Unit #3, 101 Railway Place
Meadow Lake, SK S9X 1X6
Phone: 306-236-7636
Fax: 306-236-7634
Toll Free: 1-800-461-8188
Legal Director:
Rosanne Newman, Q.C.

Melfort Area Office

P.O. Box 1748
3rd Floor,
107 Crawford Avenue East
Melfort, SK S0E 1A0
Phone: 306-752-6220
Fax: 306-752-6127
Toll Free: 1-877-424-1901
Acting Legal Director:
Candace Bodnar

Moose Jaw Area Office

#113 - 110 Ominica Street West
Moose Jaw, SK S6H 6V2
Phone: 306-694-3700
Fax: 306-694-3738
Toll Free: 1-877-424-1902
Legal Director:
Mervyn Shaw, Q.C.

Northern Area Office

Box 5000
Mistasinik Place,
1328 La Ronge Avenue
La Ronge, SK S0J 1L0
Phone: 306-425-4455
Fax: 306-425-4472
Toll Free: 1-800-667-4095
Legal Director:
Kimberly Earing

Prince Albert Area Office

Box 3003, Room 1138, 11th Floor
L.F. McIntosh Building
800 Central Avenue
Prince Albert, SK S6V 6G1
Phone: 306-953-2850
Fax: 306-953-2866
Toll Free: 1-877-424-1900
Legal Director:
Robert Rooney

Regina City Area Office

#200 - 1871 Smith Street
Regina, SK S4P 4W5
Phone: 306-787-8760
Fax: 306-787-8827
Toll Free: 1-877-424-1897
Legal Director:
James Struthers, Q.C.

Regina Rural Area Office

#102 - 2400 College Avenue
Regina, SK S4P 1C8
Phone: 306-787-1141
Fax: 306-787-2316
Toll Free: 1-877-424-1906
Legal Director:
David Andrews, Q.C.

Saskatoon City Criminal Area Office

#1053 - Sturdy Stone Centre
122 Third Avenue North
Saskatoon, SK S7K 2H6
Phone: 306-933-7820
Fax: 306-933-7827
Toll Free: 1-877-424-1898
Legal Director:
Joanne Khan

Saskatoon City Family Office

#155 - Sturdy Stone Centre
122 Third Avenue North
Saskatoon, SK S7K 2H6
Phone: 306-964-2200
Fax: 306-964-2222
Toll Free: 1-877-324-2200
Legal Director:
Kelly Shaw

Saskatoon Rural Area Office

#941 - Sturdy Stone Centre
122 Third Avenue North
Saskatoon, SK S7K 2H6
Phone: 306-933-7855
Fax: 306-933-7854
Toll Free: 1-877-424-1899
Legal Director:
Murray Pelletier

South East Area Office

#101 - 1302 3rd Street
Estevan, SK S4A 2S2
Phone: 306-637-4620
Fax: 306-637-4625
Toll Free: 1-877-424-1903
Legal Director:
Robert Grimsrud

Swift Current Area Office

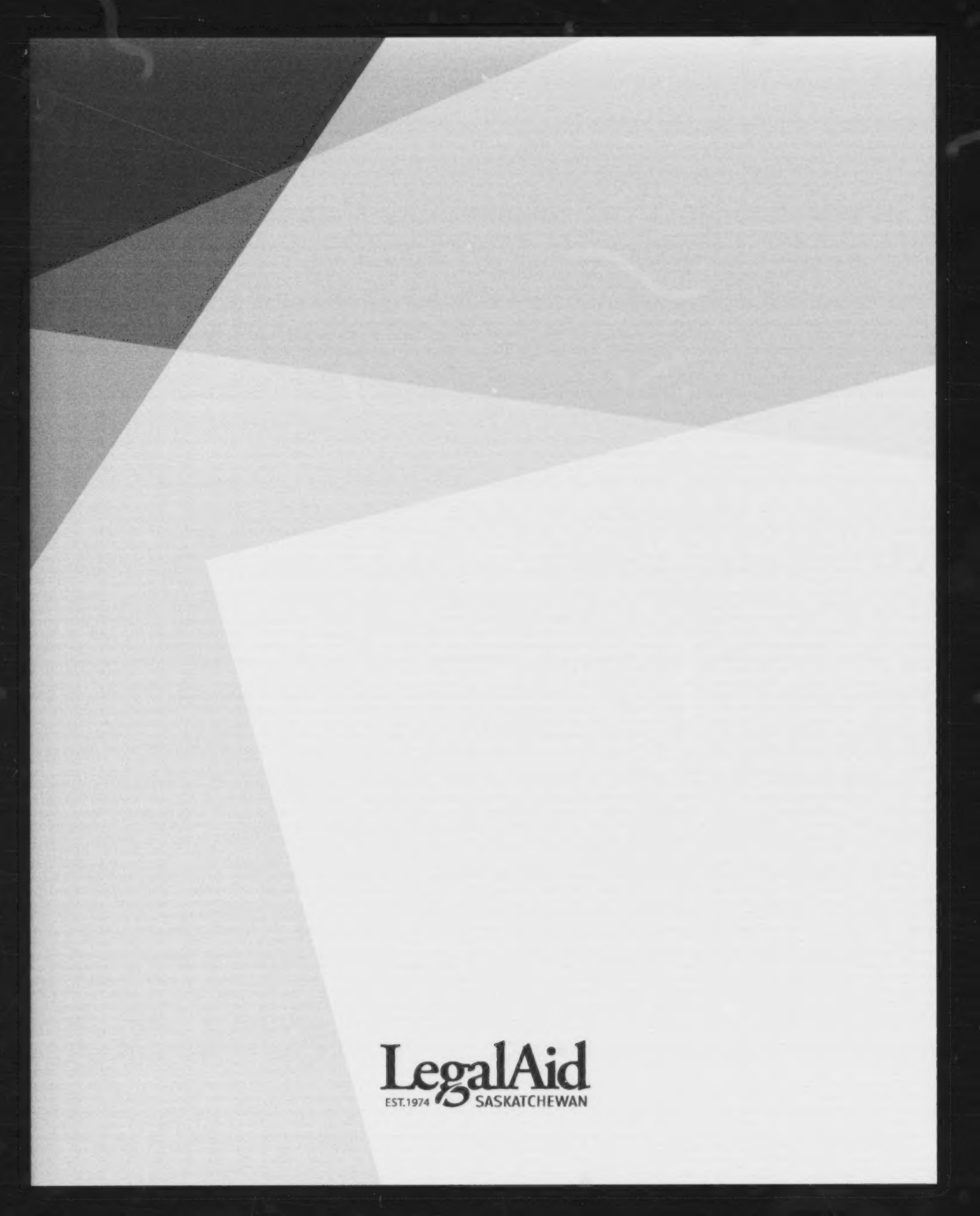
3rd Floor, 350 Cheadle Street West
Swift Current, SK S9H 4G3
Phone: 306-778-8272
Fax: 306-778-8307
Toll Free: 1-877-424-1905
Legal Director:
Adrian McBride

Yorkton Area Office

#301 - 120 Smith Street East
Yorkton, SK S3N 3V3
Phone: 306-786-1440
Fax: 306-786-1405
Toll Free: 1-877-424-1904
Legal Director:
Deanna Harris

Head Office

#502 - 201 21st Street East
Saskatoon, SK S7K 0B8
Phone: 306-933-5300
Fax: 306-933-6764
Toll Free: 1-800-667-3764
Chief Executive Officer:
Craig W.J. Goebel
Director of Finance and IT:
Jerome Boyko
Director of Human Resources:
Dona Jones
Director of Planning and
Administration:
Kyla Shea



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